

New York University
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ANTICIPATING AND ADAPTING TO COMMUNITY CHANGES IN THE EAST VILLAGE

A final report prepared for the East Village Community Coalition and NYU Wagner
in partial fulfillment of the requirements for the degree of Masters in Public Administration

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EXECUTIVE SUMMARY

The East Village Community Coalition (EVCC) is a neighborhood alliance that works to recognize, support, and sustain the built and cultural character of the East Village. Since 2004, their efforts have helped to preserve the vibrancy and diversity of this unique section of Manhattan. However, the East Village is experiencing rapid changes in housing stock, resident demographics, retail offerings and developments. Many residents, community organizations, and local small businesses feel as though there is not an end in sight.

Ideally, these community members would have a stronger, more empowered voice in determining the direction of their neighborhood. As informed and prepared partners to the City government and the real estate development industry, the residents and business owners could strengthen the neighborhood character as it transforms. However, too often, neighbors are left to protest unwanted changes when it is too late to make a difference. The East Village Community Coalition engaged our capstone team for assistance in educating stakeholders so that they can be active participants in reshaping their community. The overall objective of the project is to produce projections for the East Village in 2016 and 2019 that encompass the population, demographics, and new housing development within the neighborhood. Through research, data, and interviews, we sought to provide the EVCC with the tools to better anticipate and adapt to continued change in the neighborhood while strengthening their main initiatives of preservation, zoning, small business, and youth development. The team pursued this objective through the following activities: 1) data collection and projections on demographics in the East Village, 2) data collection and projections on real estate development occurring in the East Village, 3) interviews with key East Village residents, 4) research on successful community responses to gentrification, growth, and development.

Our research determined that the East Village is undergoing demographic changes that have been accelerating within the last several years as New York City (NYC), and especially Manhattan, continue to grow. Through regression analysis, we estimate that the population of the East Village, which was just

over 67,000 in 2000 and currently sits at about 72,000, will rise to 73,738 in 2019. This growth rate is nearly three times the rate of Manhattan at large and five times the rate of the city at large. This population is relatively young, with a large proportion of “twenty-somethings,” highly educated (59% have attended college, compared to 41% of NYC residents as a whole), and nearly half live alone. While the median income is around \$66,000, more than a quarter of households live on less than \$25,000 a year, indicating that the neighborhood has a high degree of income inequality.

This inequality is likely to grow as changes in real estate development emerge in the next three years. The relatively undeveloped nature of the East Village is attractive for developers from a profit standpoint and buyers from a character standpoint. Even with the approximately 300 condominium units and 750 rental units proposed for the East Village through 2017 that will house the roughly 1000 projected new residents, the unique geographical and community aspects of the East Village have delayed wholesale rapid changes in the neighborhood that have occurred in other areas of the city such as SoHo and Chelsea. Specifically, the restricted zoning in the East Village makes development more difficult than in other neighborhoods as it requires developers to acquire several adjacent parcels to complete developments that have the size and scope to be financially feasible. Our report includes detail on the age and condition of housing stock in the target area, as well as a description of sites that are most ripe for new development by examining the difference between existing buildings and allowable building sizes based on Floor Area Ratio figures. Although the EVCC and some community members may prefer to stop all development, this data may be used more productively to position the organization on the leading edge of the area's transformation, working with prospective developers on contextual development in the early stages of project planning.

Another key component of the project was case studies of Austin, Texas and Silver Lake, a neighborhood in Los Angeles. Each of these communities has navigated through a period of complex change and growth while preserving characteristic architecture, balancing being welcoming to new residents without alienating the old, and allowing for new human-scale development. The complete case

studies, included in the report, describe the nature of the community transition, the community groups involved and their actions, and the outcomes or current status of their efforts. Using lessons from these cities can help the EVCC develop high-impact strategies to address change within the community and manage growth in a way that is beneficial to the city, community members, landlords, and developers.

Following a thorough analysis of our findings, the team developed research-based recommendations that aligned with the outcomes most important to the realization of EVCC's mission and goals by constructing a logic model. The priority outcomes identified are as follows:

- EVCC gains greater visibility
- EVCC is a leader and key stakeholder in matters concerning the East Village and is able to effect change on the local and state level
- East Village residents are engaged in a participatory process
- EVCC is more confident, resilient, and better able to tackle future challenges
- EVCC can more effectively communicate the value of their “brand”
- EVCC secures the additional finances they need to grow and run successful initiatives

Additionally, the team considered the current resources of the EVCC. Weighing these limitations and opportunities, we recommend that the EVCC take the following actions:

- Secure an Americorps VISTA member to support key organizational activities such as volunteer coordination, event management, and digital media outreach.
- Increase digital presence through strategic use of social media, especially Instagram, and maintaining updated web content.
- Relaunch the Small Business Initiative through expanding distribution of the local shopping guide and increasing support to business owners.

- Strengthen networks and partnerships by developing or deepening relationships with aligned organizations and key stakeholders leverage their resources and better position the EVCC to make a transformational impact.

INTRODUCTION

Policy Context & Presenting Issue

In a well-functioning democracy, community organizations like the EVCC should play a crucial role shaping local policies as they are uniquely positioned to amplify residents' voices and values, facilitate discussion and dialogue with city leaders, and provide education on how policy proposals impact real lives. These groups gain this power by developing the social capital, or the "...stocks of social trust, norms, and networks that people can draw upon in order to solve common problems," of their members (Lang & Hornberg, 1998). For the last twenty years, a prevailing theory of community development has considered the formation and maintenance of social capital as an important dimension and process as the creation of housing and infrastructure (Temkin & Rohe, 1998). Empirical analysis within the 1980s and 1990s found that neighborhoods with higher degrees of social cohesion were more stable in the long run than those who lack it (Temkin & Rohe, 1998). Neighborhood and community groups, in particular function as valuable incubators for social capital, with several studies concluding that participating in such groups, including attending a community festival, volunteering in a block organization, or serving on the board of a civic club, increase measures of social capital and social interaction by statistically significant amounts (Alaimo, Reischl, & Allen, 2010). Further, those who are involved in these groups and activities are more likely to be informed of local and national policy issues and participate in the political arena (Hays & Kogl, 2007).

In a community like the East Village, these social ties, and the organizations that facilitate their creation, are particularly valuable to the community members and city leaders. The East Village has long been the "welcome mat" to the city, serving as the first neighborhood for successive rounds of immigrants – whether from foreign lands, or simply a student at nearby New York University or Cooper Union. A recent *New York Times* article said that after becoming associated with counterculture and punk rock in the 1970s, the neighborhood "served as a sort of rite of passage for those of a certain age and inclination" (Gregor, 2014). For decades, the neighborhood has clung mightily to this history, but change seems

increasingly imminent. Compared to other areas of Manhattan, the East Village has maintained much of the character that makes it a unique area while other areas of the city have lost any type of an “old New York” neighborhood feel to zoning changes, municipal development, and private development. However, as property values continue to rise in Manhattan and the rest of the borough reaches peak development, more attention is being paid to the relatively underdeveloped East Village. The possibility of losing the neighborhood charm has some clamoring for the grit and grime of the past. On a 2011 episode of his show *Parts Unknown*, celebrity chef and raconteur Anthony Bourdain said, “I don't even want to talk about what the East Village used to be like compared to today. It was like Mad Max, post-apocalyptic. Now, it looks like a [expletive] Dave Matthews concert” (Forbes, 2011). It is possible though, that the East Village can develop and grow while retaining the warmth, energy, and creativity that have always been a part of the community. An engaged public, with the encouragement of the EVCC, can ensure that that the neighborhood is spared the “devastation wrought...by remote decisions” of city leaders who do not understand the value of the community (Jacobs, 1961). With an engaged public, hopefully aided by research we have provided herein, inevitable change and growth can be guided toward a mix that is supported by all stakeholders.

Project Objectives

In discussions with the EVCC, the project scope and deliverables were defined to most effectively use the New York University Capstone Team's (Team) resources and expertise. It was agreed that the team would assemble a package of information within four overall topics: population and demographics, real estate development, community feedback, and a similar neighborhood case study. These tools will assist residents and business owners in anticipating and adapting to community changes in the East Village and will empower them to develop high-impact, research-based advocacy campaigns that prevent unwanted changes, mitigate effects on long-term residents, and protect the character of the community for generations to come. Due to the limited resources of the EVCC staff and volunteers, the collection and organization of this information solely by the organization would take a significant amount

of time, or may not occur at all. Further, the focus of the research and the recommendations would be aligned with the six key outcomes of the EVCC's work (see Appendix 1). The achievement of the following outcomes allows the EVCC to have a transformational impact on not only its neighborhood, but also the entire City:

- EVCC gains greater visibility
- EVCC is a leader and key stakeholder in matters concerning the East Village and is able to effect change on the local and state level
- East Village residents are engaged in a participatory process
- EVCC is more confident, resilient, and better able to tackle future challenges
- EVCC can more effectively communicate the value of their "brand"
- EVCC secures the additional finances they need to grow and run successful initiatives

The goal of the Capstone project is to provide the EVCC with a base of information that can be used immediately, and be built upon by staff as time goes on, to further the organization's mission in the neighborhood - recognize, support, and sustain the built and cultural character of the East Village.

METHODOLOGY

Population and Demographics

The main sources of information for the population and demographics findings were the *U.S. Census Bureau's American Community Survey* and *Governing Data*. The East Village neighborhood is not recognized by the U.S. Census Bureau. To overcome this, data had to be collected individually from each census tract and computed using reasonable estimates of the same statistics that are presented for other the entity types. The census tracts comprise generally agreed-upon boundaries of the East Village are 20, 22.02, 24, 26.01, 26.02, 28, 30.02, 32, 34, 36.02, 38, 40, and 42.¹ Each statistic is computed as the weighted sum or average of the census tracts or block groups that overlap the neighborhood. A weighted sum is used for counts of people or households, and a weighted average is used for statistics that are themselves some form of average, such as median household income. The weight for a given tract (or block group) is computed as the population of the census tabulation blocks that occupy the intersection between the tract and the neighborhood as a fraction of the total population of the neighborhood.

In order to project the population, we made references to Projected Borough Population from 2000 to 2030 as produced by the New York City Department of City Planning and used the trendline function in Excel based on historical data from 1990, 2000, and 2009-2013 ACS 5-year estimates. Based on R^2 , a statistical tool that indicates that the trendline is a relatively accurate description of the direction of the data, and real world experience that the population growth rate is declining, we think that the polynomial function is the best match.

Real Estate Development

Understanding future changes to a neighborhood requires remaining aware of specifically planned real estate developments in addition to potential policy and zoning changes that may affect future

¹ The typical boundaries of the East Village are 14th to the north, Houston to the south, the East River to the east and The Bowery/Fourth Avenue to the west.

redevelopment. For this project, we surveyed the East Village neighborhood along with the New York City Department of Buildings (DOB) and the New York Attorney General's Real Estate Finance Database (AG) to locate and collect information on major planned real estate development projects in the East Village. Since we are concerned with major changes to the area, we only focused on renovations or new construction that will produce considerably larger or brand new buildings. We did not research information on renovations of existing buildings or spaces that do not enlarge or change the use of the space.

Because the East Village is primarily a residential neighborhood with very little commercial office new development, the research was targeted toward residential development. Recent commercial office development has occurred on the western edge of the neighborhood, but most commercial office development in Manhattan is occurring in other neighborhoods due to zoning limits and higher residential returns in the East Village area.

In addition to research regarding future development, we also completed a building and parcel survey of each lot and building the block bounded by Avenues B and C, and 9th and 10th Streets, as specified by the EVCC. For this portion of the research, we physically walked the block, reviewed each building or parcel, and used public city records to compile information on each lot. This will help the EVCC further monitor development within the immediate vicinity of its office, and provide a model for future building and parcel condition surveys of a larger section of the East Village.

Finally, research was conducted on any overall zoning and policy changes that may affect the East Village. This was mainly done by reviewing agendas and plans published by the City Council and Community Board 3, reviewing news articles and publications, and consulting with the New York University Furman Center for Real Estate and Urban Policy.

Community Feedback

Acquiring community feedback was vital to the project, especially in the early phases. To accomplish this goal, team members attended local meetings of the Manhattan Community Board 3, as well as the Municipal Art Society. The team was also tasked with reading the District Needs Statement, as published by Manhattan Community Board 3. Additionally, one team member lives in the East Village and was easily able to speak with neighbors, often asking what drew them to the area originally, what has kept them there, and what issues are most important to them.

Case Study

The team, through personal experience, knew that similar community change was happening across New York and across the nation. After a scan of successful “responsible gentrification” efforts within communities with similar diversity and creativity, the team identified Silver Lake, a neighborhood in central Los Angeles, and Austin, Texas as areas that presented a sufficient history of community response to development and change over the past fifteen years. A review of local television, newspaper, and radio clips, as well as interviews with residents and analyses of organizational reports of similar local advocacy, was used to define the challenges confronted by community groups within those neighborhoods and glean what, if any, salient lessons from those communities could be adapted for the staff and volunteers of the EVCC. Interviews were exploratory and unstructured in nature, and special care was put into reading comments alongside news articles to incorporate additional community viewpoints and develop a better comprehension of lived perceptions of the communities.

FINDINGS

Population and Demographics

As shown in Table 1, the population of East Village in 2013 was estimated as 72,088, which is 4.24% of Manhattan's population and 0.88% of the City's population. However, the population density of East Village is higher than that of Manhattan, and much higher than that of New York City. The median age in East Village is 33.6 years old, which is slightly younger than the City's median age. Lastly, the median household income of Manhattan was \$69,659 in 2013, while that of East Village was \$66,310. This indicates that East Village is amongst Manhattan's lower-income neighborhoods.

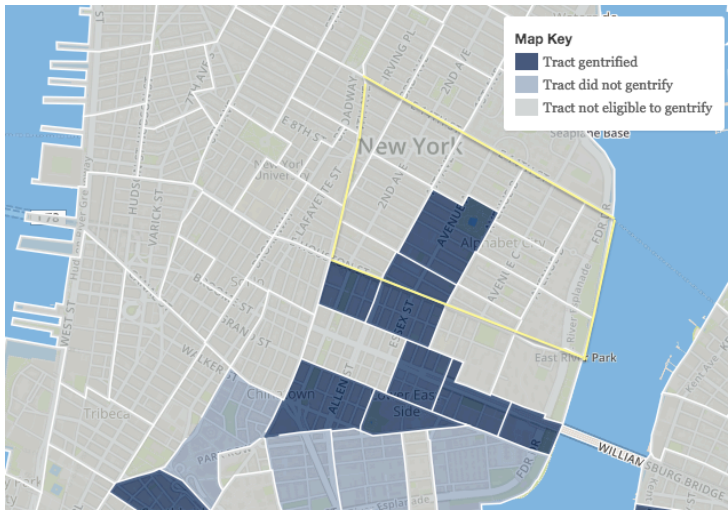
However, East Village is facing the threat of gentrification, which refers to shifts in an urban community lifestyle and an increasing share of wealthier residents and/or businesses and increasing property values. *Governing* analyzed demographic data for the nation's 50 most populous cities. In their definition, Gentrifying Census Tracts are "lower-income Census tracts [that] experienced significant growth in both home values and educational attainment. To be eligible to gentrify, a tract's median household income and median home value needed to fall within the bottom 40th percentile of all tracts within a metro area at the beginning of the decade. Tracts considered to have gentrified recorded increases in the top third percentile for both inflation-adjusted median home values and percentage of adults with Bachelor's degrees" (Maciag, 2015). As shown in Figure 1, Lower East Side has been severely gentrified during the last decade, and the impact has spread to East Village, where two of its southern tracts has been gentrified (Governing, 2015). On this map, Tracts Not

Table 1 – Basic Statistics of East Village with Comparison to Manhattan and New York

City			
	East Village	Manhattan	NYC
Population (2013)	72,099	1,699,268	8,199,221
Population Density (sq mi)	80,185	70,826	27,098
Median Age	33.6	36.5	35.5
Male/Female Ratio	0.93:1	0.89:1	0.90:1
Median Household Income	\$66,310	\$69,659	\$52,259

Source: U.S. Census Bureau,
2009-2013 American Community Survey 5-Year Estimate

**Figure 1 New York City Gentrification Map:
2000 Census - Present**



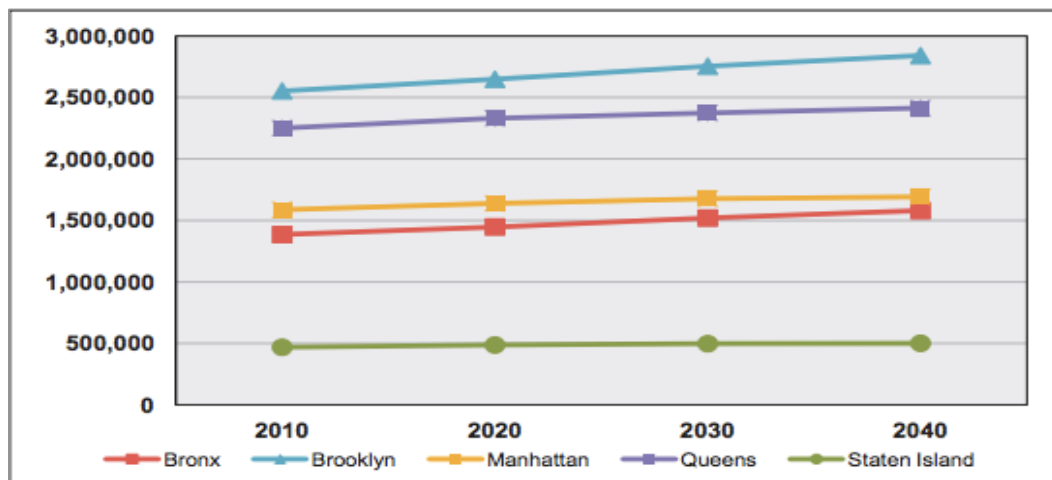
Source: Governing Data <http://www.governing.com/gov-data/new-york-gentrification-maps-demographic-data.html>

Gentrifying are those that met eligibility criteria, but did not experience enough growth in educational attainment and median home values relative to other tracts within a metro area to have gentrified (Governing, 2015). Not Eligible Tracts are typically middle and upper-income neighborhoods, which did not meet the initial criteria for gentrification.

Population Projection

New York City Department of City Planning (DCP) has created 30-year population projections that are updated every decade. The most recent projections were done for each of the city's five boroughs by age and sex, at five-year intervals for 2010 through 2040. New York City's population is projected to grow from 8.2 million persons in 2010 to 9 million in 2040. Manhattan is projected to grow by 6.7 percent between 2010 and 2040, from 1,586,000 to 1,692,000. Figure 2 from NYC DCP's projected populations shows that Manhattan has a relatively slower growth rate.

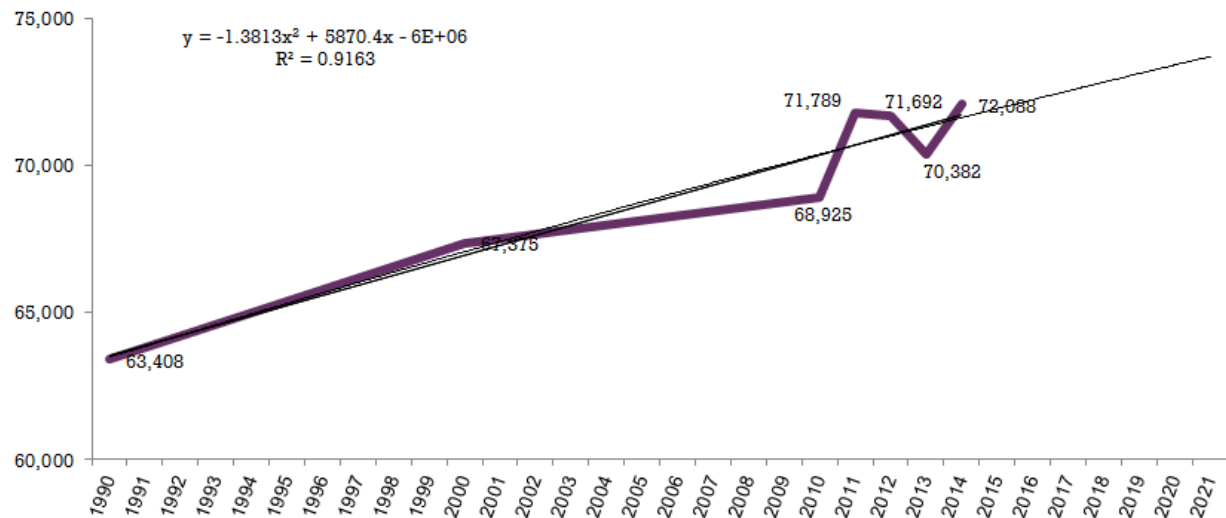
Figure 2 Projected Borough Population, New York City, 2010-2040



Source: DCP adjusted 2010 decennial census data; DCP Population Projections, 2020-2040

The 2009-2013 American Community Survey 5-Year Estimates shown that the total population of East Village is 72,088. By collecting the historical data from 1990, 2000, 2010, and the 5-year estimates of 2009-2013, we are able to draw a line graph with a seven-year forecast, as shown below. Therefore, we project that the total population of East Village will be 72,726 in 2016 and 73,738 in 2019.

Figure 3 East Village Population Projection



Source: U.S. Census Bureau

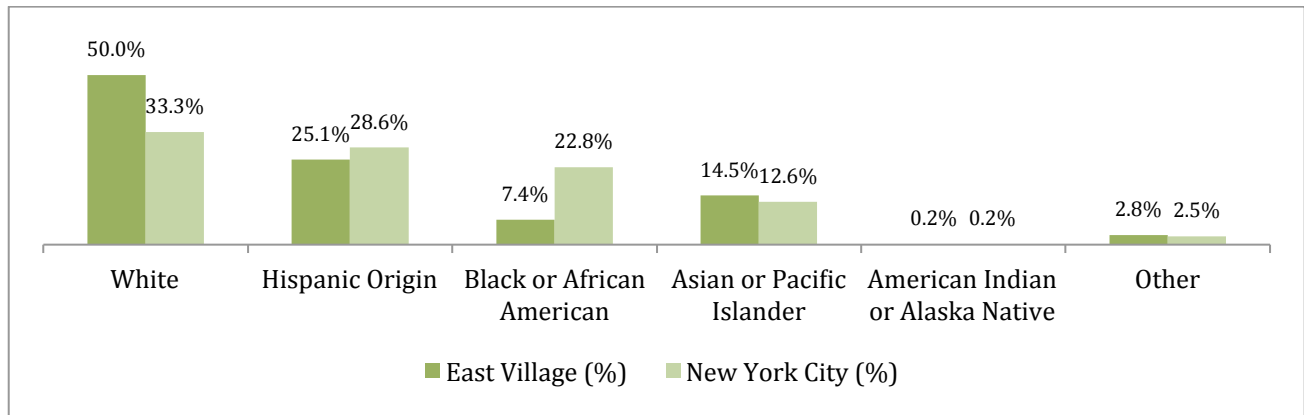
Demographics

East Village is known for its diverse community, vibrant nightlife and artistic sensibility, although in recent decades it has been argued that gentrification has changed the character of the neighborhood. The demographic figures shown below give us an accurate picture of the current composition of the East Village.

The East Village is slightly less diverse than the borough of Manhattan as a whole. As indicated in Figure 4, a full 50 percent of its residents are white, as compared to 33 percent for the borough. Although there is a slightly higher proportion of Asian or Pacific Islander residents, there are slightly fewer residents of Hispanic origin and only a third as many black or African American residents as are found in other neighborhoods. This comports with the area's history of being home to Ukrainian and Polish immigrants and the predominantly white punk-rock movements. Further, it illustrates recently

documented segregation within New York City, showing that the East Village plays a role in creating diversity within the city, despite limited integration within neighborhood boundaries (Hertz, 2014).

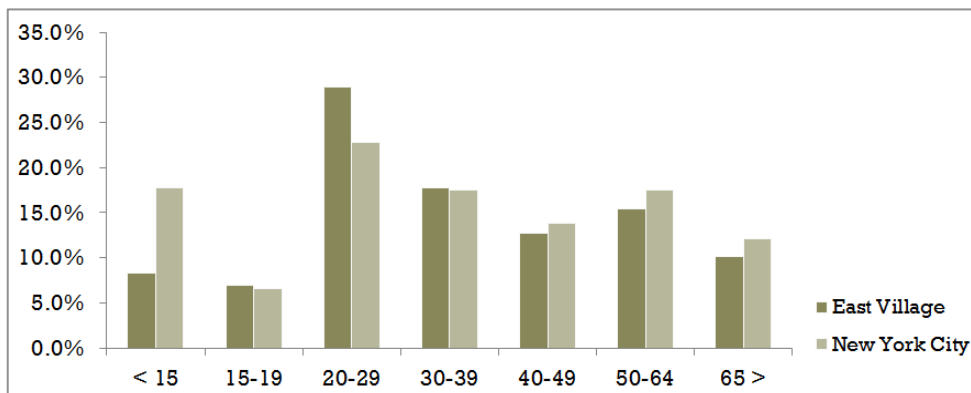
Figure 4 Race and Ethnicity, East Village and Manhattan



Source: U.S. Census Bureau, 2009-2013 American Community Survey 5-Year Estimates

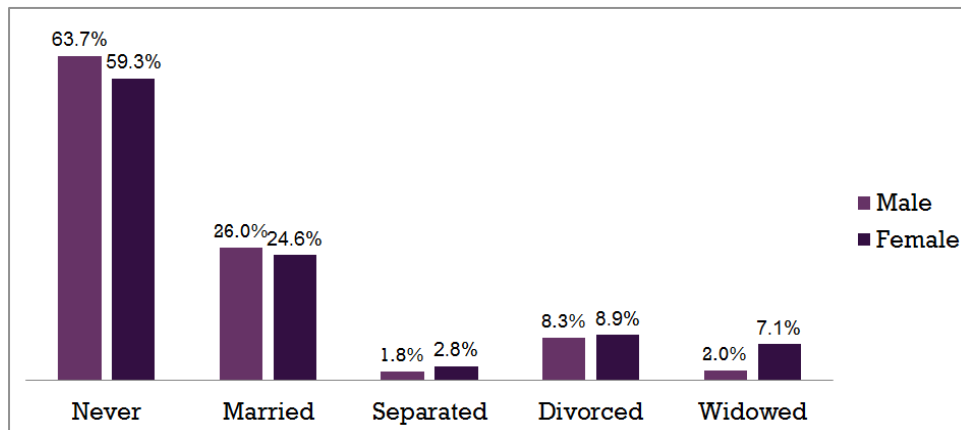
The age breakdown shows that a plurality of residents in East Village are people of age 20 to 29, which is almost 30%, while the City average is only 17%. These residents are mostly single, as noted on Figure 6. This aligns with East Village's character of nightlife and its close location to NYU and Cooper Union. Few of these young students and emerging professionals have children, as the percent of children younger than 15 years old living in East Village is less than half of the City. The absence of children, is unsurprising as there are far fewer family households in the East Village as compared to the City, and far more residents live alone than in the City at large, as seen on Table 2.

Figure 5 Age Breakdown, East Village and New York City



Source: U.S. Census Bureau, 2009-2013 American Community Survey 5-Year Estimates

Figure 6 Marital Status by Sex, East Village



Source: U.S. Census Bureau, 2009-2013 American Community Survey 5-Year Estimates

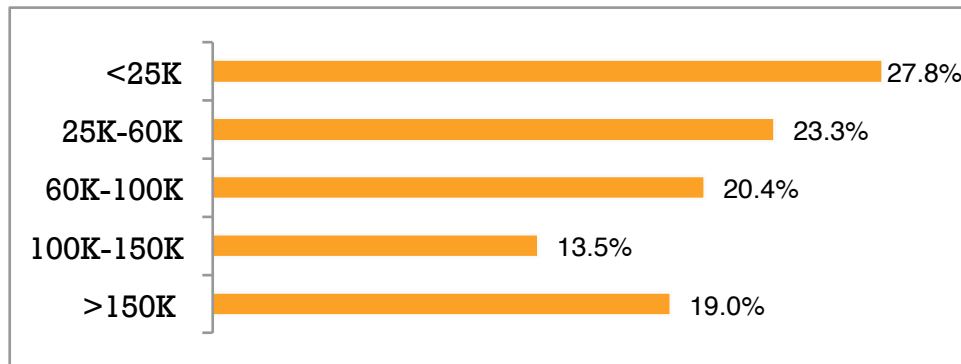
Table 2 – East Village Household Composition with Comparison to New York City

	Family Households	Nonfamily Households	Householder Living Alone
East Village	30.8%	69.2%	48.5%
New York	59.5%	40.5%	32.0%

Source: NEED

The median household income of East Village is \$66,310, which is slightly lower than that of Manhattan (\$69,659). Income distribution within the neighborhood is fairly dispersed, as seen in Figure 7. More than one-quarter of East Village residents earn less than \$25,000 annually, but nearly the same number of residents earns more than \$150,000 annually. This is the true diversity within the East Village and stands in stark contrast to the increasing income segregation happening throughout the City (Fry & Taylor, 2012). This is likely due to the high concentration of affordable and moderately priced housing within the community.

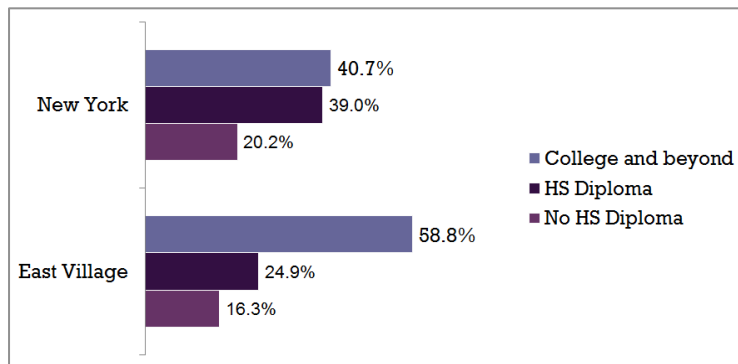
Figure 7 – Income Distribution within the East Village



Source: U.S. Census Bureau, 2009-2013 American Community Survey 5-Year Estimates

Educational attainment within the neighborhood is relatively high compared to the city at large. As seen in figure 8, nearly 60 percent of residents have at least a college degree, compared to 40 percent throughout the City. This high level of educational attainment mirrors a high level of employment within the neighborhood. The percentage of population aged 25 to 64 years old employed in East Village is 61%, which is higher than that of the City (56%), as seen in Figure 9.

Figure 8 Educational Attainment, East Village and New York City

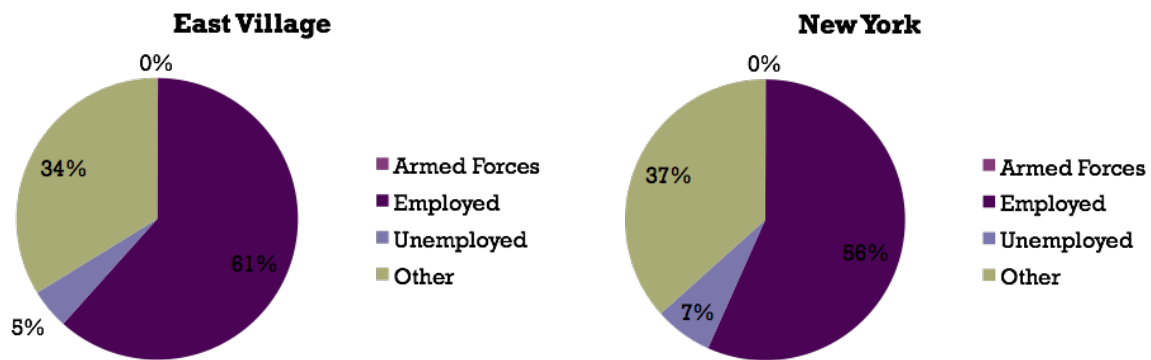


Source: U.S. Census Bureau, 2009-2013 American Community Survey 5-Year Estimates

Employed persons are those who did any work for pay during the survey week, those who did at least 15 hours of unpaid work in a family-owned enterprise operated by someone in their household, and those who were temporarily absent from their regular jobs. The Unemployed are classified as such if they do not have a job, have actively looked for work in the prior 4 weeks, and are currently available for work. Table 3 illustrates the top eight major industries employing East Villagers. Residents of East Village working in professional, scientific and technical services are more than twice the percentage of the City





residents in the same industry. This is not surprising, giving the fact that East Village's convenient location within Manhattan, which is in the vicinity of academic institutes like NYU and Cooper Union and business centers including Midtown and Financial District. Another notable industry is entertainment, due to the high number of restaurants, bars and other entertainment venues, making it likely that many of the employees of these establishments live and work within the neighborhood.





Figure 9 - Employment Status, East Village and New York City



Source: U.S. Census Bureau, 2009-2013 American Community Survey 5-Year Estimates

Table 3 - Percentage of the Civilian Employed Population Aged 16 and Older East Village and New York City

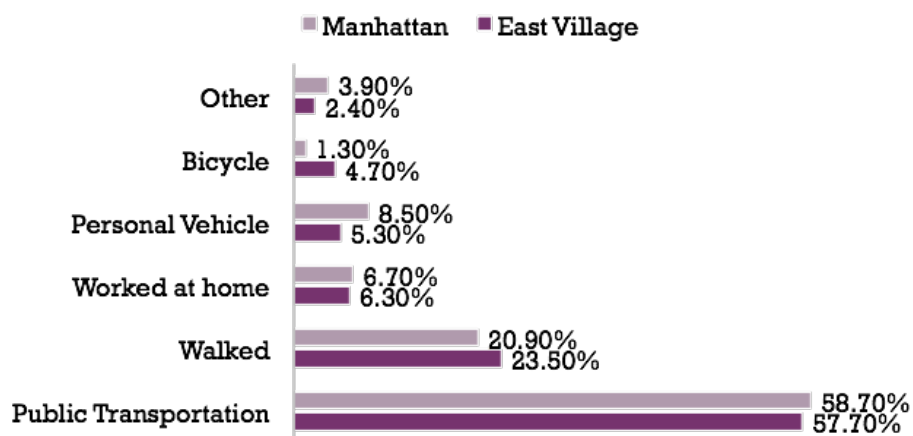
	 Professional	 IT	 Healthcare	 Finance
East Village	17.6%	10.6%	9.6%	7.5%
New York	8.7%	3.8%	17.3%	9.1%

	 Retail	 Hospitality	 Education	 Entertainment
East Village	7.4%	7.2%	7.5%	5.4%
New York	9.9%	7.7%	9.1%	2.7%

Source: U.S. Census Bureau, 2009-2013 American Community Survey 5-Year Estimates

The pattern of means of transportation to work of East Village is similar to that of Manhattan. East Village is slightly more walkable and bikeable, balancing out its relative transit un-friendliness. The neighborhood has limited access to the subway system, with only the 6- and L-Trains on the northern and western fringe of the neighborhood, respectively, and few convenient bus lines, also on its perimeter. The long-envisioned Second Avenue Subway line is not projected to be completed until December 2029. Once it functioning, it would add a valuable transit corridor for those living in or commuting to the East Village.

Figure 10 Primary Means of Transportation, East Village and Manhattan



Source: U.S. Census Bureau, 2009-2013 American Community Survey 5-Year Estimates

Real Estate Development

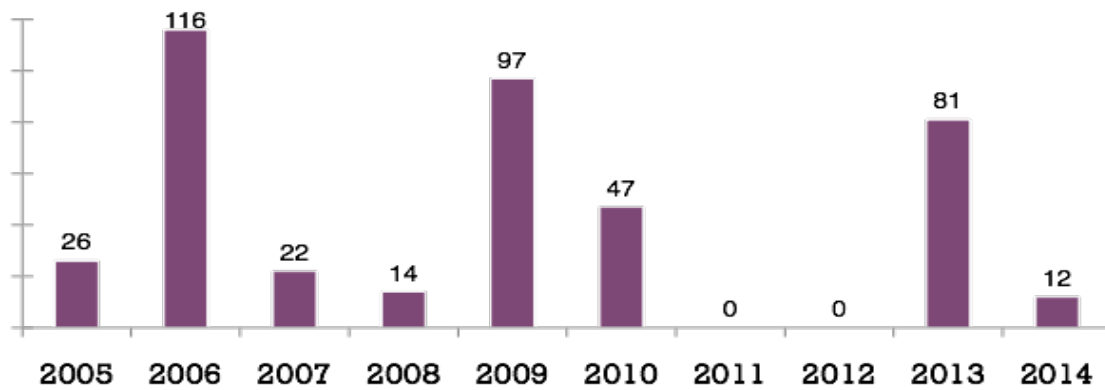
As the national and New York City economy has rebounded following the downturn and recession that began in 2009, both commercial and residential real estate prices have steadily increased. The residential market recovery occurred faster than the commercial office market, but both market segments are now moving past heights achieved in 2007 and early 2008 (NYU Furman Center, 2014). In particular, residential real estate in Manhattan has seen steady and significant increases each year since the downturn leading to price appreciation for development sites, townhomes, for-sale condominiums and co-operatives, and rental apartments (NYU Furman Center, 2014). As prices move up developers continually search for development sites to take advantage of the strong market, and city residents look

for more affordable areas of the Borough to find housing. As prices have escalated throughout the city, many residents turned to the East Village to find relatively affordable housing in combination with access to public transit and desirable services such as grocery stores, restaurants, and entertainment. Many developers are also attracted to the East Village for these same qualities, as well as due to the relatively older and under-developed building stock in the neighborhood. Much of the neighborhood remains undervalued compared to other areas of the City, and developers are eager to capitalize on this fact to create additional homes in within this highly desirable neighborhood.

However, due to relatively restricted zoning regulations in the East Village compared to other areas of Manhattan, only certain types of development can occur in the neighborhood (The Municipal Art Society of New York, 2013). Some areas of Manhattan such as the Financial District, Midtown, and the Upper East Side have zoning that allows for high rises to be built as long as enough adjacent parcels are acquired to allow for increased building sizes. The current regulations in the East Village mean that, even if a developer were to acquire an entire city block, height restrictions bar against construction of high rises. As a result, development only makes financial sense if developers can acquire an undervalued building, a vacant lot, or several adjacent parcels that allow for construction of a large, but still low rise, building. Due to the limited availability of such buildings, lots and parcels, overall development in the neighborhood is restrained relative to the existing total housing stock and overall Manhattan development (The Municipal Art Society of New York, 2013).

In analyzing the current volume of planned development in the East Village, it is important to understand the historical trends of development in the neighborhood. Figure 10 shows the total number of newly developed condominium units brought to the market each year from 2005 through 2014. This chart shows the fairly cyclical nature of development, whereby years of heavy development are flanked by years of low development, especially during the post 2008 downturn when no units were brought to the market during 2011 and 2012. In total, 415 new development units were completed from 2005 through 2014, and in no single year were more than 116 new condominium units introduced to the market.

Figure 11 Historical East Village Condominium Openings



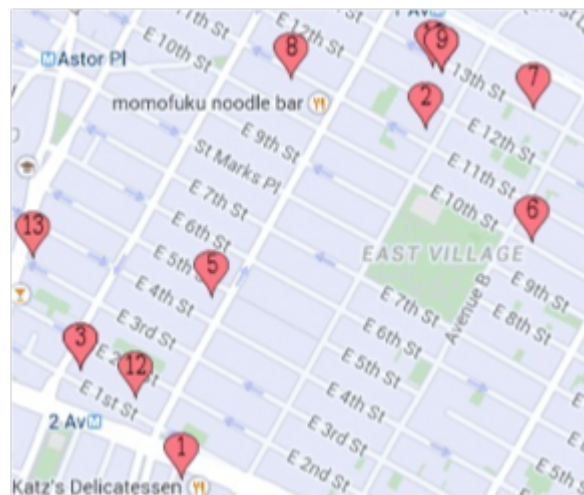
Source: Original Research

However, in the coming years, a significant, though not worrisome, amount of development is planned. The table below lists the eleven planned developments in the neighborhood through 2017, including their address and the number of units in the development. In 2015, just one development with eleven units is scheduled to open, while 2016 is expected to have four developments with a total of 23 units, and 2017 has 266 planned units over six buildings. While compared to past development trends this appears to be a large number of planned units, it is a small fraction of the planned development across Manhattan, and only 1% of the current total housing stock in the East Village. Even if each of these units housed two people, which as was shown in earlier sections is likely an overestimate, the planned units would increase the neighborhood's population by just eight tenths of one percent (0.8%).

Table 3 East Village Planned Condominium Developments

	Address	Units	Completion
1	196 Orchard Street	83	2017
2	181 Avenue A	82	2017
3	24 Second Avenue	40	2017
4	75 First Avenue	27	2017
5	351 East 10th Street	24	2017
6	536 East 13th Street	11	2015
7	324 East 11th Street	10	2017
8	436 East 13th Street	6	2016
9	442 East 13th Street	6	2016
10	64 East 1st Street	6	2016
11	347 Bowery	5	2016
Total		300	

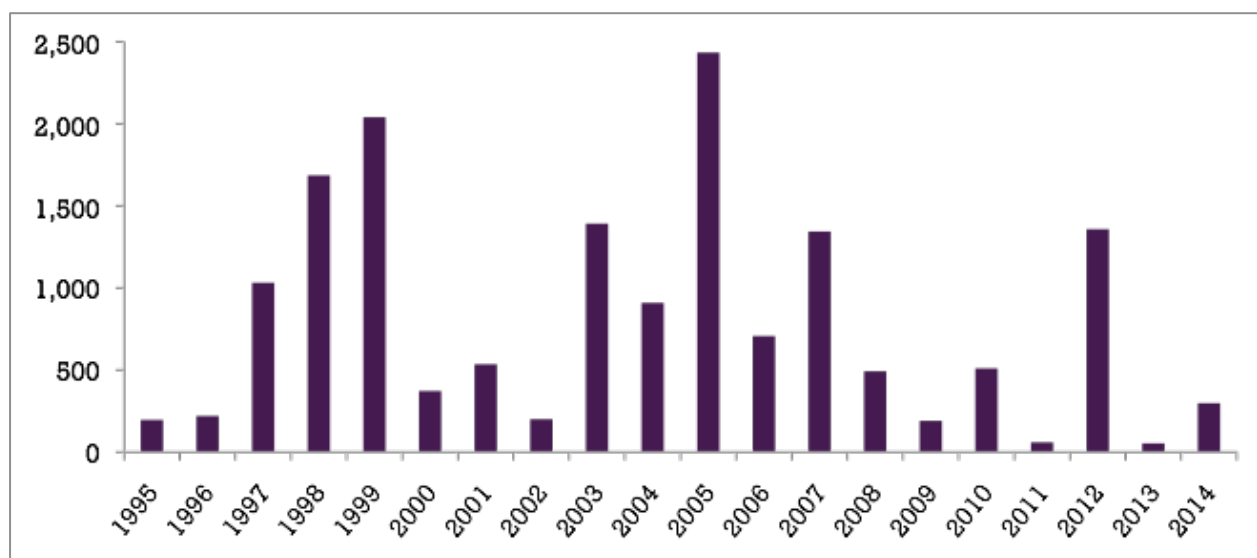
Source: Original Research



The map above shows the location of each of the planned condominium developments, which certainly shows a trend of new projects locating on the west side of the East Village. This is likely due to the higher desirability of that area of the neighborhood due to its closer proximity to subway stations, retail, restaurants, and the offices and university facilities located just west of the East Village. These factors contribute to higher land values in this area of the neighborhood, therefore making the typically more profitable condominium development the primary choice for land use.

In addition to new condominium buildings, construction of new rental apartment buildings is occurring in the East Village, which will also add to the neighborhood's future housing stock. We have collected information on historical rental apartment development, although due to different data sources it encompasses a broader Downtown area including the East Village. Even though this represents a larger area than just the East Village, the data are still valuable for understanding development trends over time. The chart below shows the number of rental apartments completed each year from 2005 through 2014. Most notable is the wide variance in completions year-to-year, with highs of over 2,000 units in 1999 and 2005, and lows of under 100 units in 2011 and 2013. The cyclical nature of the real estate market is quite evident in this chart, demonstrating how changes in the economy heavily impact yearly development.

Figure 12 Historical Greenwich Village/Downtown Rental Apartment Openings



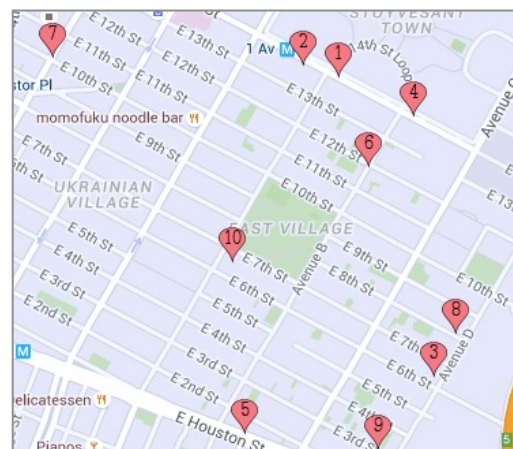
Source: U.S. Census Bureau, 2009-2013 American Community Survey 5-Year Estimates

As for the future, we have collected information on each new rental apartment development planned in the East Village over the next several years. The table below lists each development planned for completion through 2017 including its address, quantity of market rate units, quantity of affordable units if applicable, and year of completion. In 2015, one development of 33 units is planned, while five developments with 190 total units are planned, and in 2017 there are 422 market rate units and 95 affordable units planned to open across four new developments. In total, 645 market rate and 95 affordable units are planned for completion in the East Village.

Table 4 East Village Planned Rental Apartment Developments

	Address	Market Rate Units	Affordable Units	Opening
1	500 East 14th Street	200	50	2017
2	432 East 14th Street	91	23	2017
3	79-89 Avenue D	86	22	2017
4	644 East 14th Street	50	0	2016
5	350 East Houston Street	45	0	2017
6	189 Avenue B	41	0	2016
7	101 East 10th Street	40	0	2016
8	397-401 East 8th Street	33	0	2015
9	321 East 3rd Street	30	0	2016
10	98 Avenue A	29	0	2016
Total		645	95	

Source: Original Research



The map above shows the location of each of the ten planned rental apartment buildings. As with the planned condominium buildings, we can see a trend in location. In this case, much of the planned rental development is on the east side of the neighborhood farther from subway stations, much of the main retail, and the office and universities in Greenwich Village. Due to these details, land is likely less expensive than on the west side of the neighborhood, therefore making rental development feasible.

Community Feedback

Each year, Community Boards across the New York City prepare a District Needs Statement for their respective areas. In the most recent District Needs Statement from Manhattan Community Board 3, which encompasses the East Village, the need to protect community gardens and small businesses was

prevalent throughout the document (Manhattan Community Board 3, 2014). These same sentiments were echoed by residents during informal neighborhood conversations and during open comment portions of several Community Board meetings. Although residents did seem concerned about topics such as rising rent costs, expanding nightlife, and safety, supporting small business and maintaining community gardens were unequivocally the focal point.

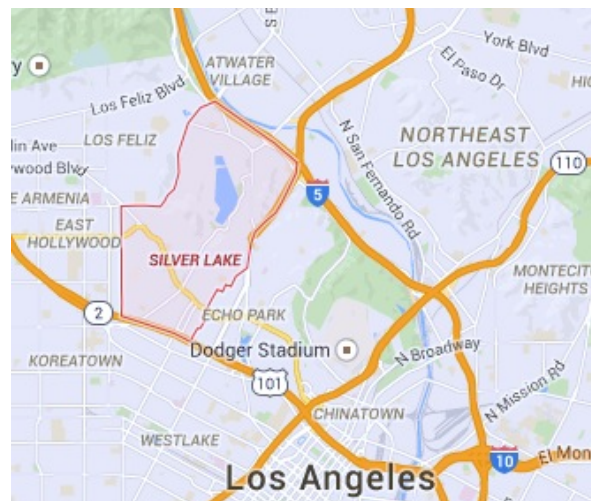
The team also had the opportunity to perform qualitative research by attending the 122nd Annual Members Meeting of the Municipal Art Society. Although it is a city-wide organization, the discussions were very relevant to the East Village and consensus was the same. Namely, there are concerns throughout NYC regarding densification, viability of small business, and affordability of housing, as well as making NYC a livable and resilient city for all. One thing of particular interest was a comment by one of the speakers that we need a 21st century iteration of what made NYC so amazing in the 20th century (The Municipal Art Society, 2015). Indeed, we must approach the issues arising in the East Village and beyond with a new, innovative lens.

Case Studies

Silver Lake

Silver Lake, a neighborhood in Los Angeles' central core presents a valuable example of the diligence needed to maintain neighborhood character in the face of gentrification.

Located five miles northwest of Downtown Los Angeles, Silver Lake was developed in the 1920s and 1930s. It was built around a reservoir, and the neighborhood gets its name not for the color of the water, but for the Water Board Commissioner Herman Silver who responsible for the design. During the 1930s, Walt Disney and other



movie companies built studios in Silver Lake, drawing in actors, directors, and other movie-industry creative-types as the neighborhood's residents. City planners worked with developers to create a prime environment for premium real estate development by investing early in underground utilities and paved streets. Early flyers for developments in Silver Lake (including Moreno Highlands, created by silent film star Antonio Moreno) tout its unique combination of convenient, centralized location with quiet and privacy for families. The creative history of the neighborhood is amplified by its architecture, which includes buildings designed by notable architects of the 1930s, including Neutra, Schindler, and Lautner.

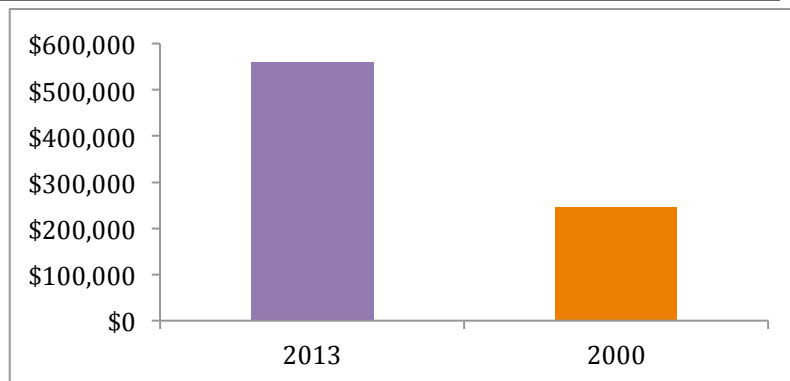
Despite the early buzz for the neighborhood, it remained an affordable option for young actors and studio crew employees, along with various ethnic communities in transition. After World War II, it was called "J-Flats" and attracted Japanese families returning to Los Angeles from internment camps (Shatkin, 2012). More recently, the neighborhood, along with nearby Echo Park and Los Feliz has primarily been an Latino enclave. Silver Lake was also one of the first homes of the Los Angeles' gay community. It was where Harry Hay founded the Mattachine Society, one of the nation's first gay rights organizations, in the 1950s and was the location of many early GLBT friendly businesses in the 1960s and 1970s. During the 1990s, Silver Lake, like much central and eastern Los Angeles, was "forgotten," as it was perceived as too "gritty" and unsafe. At that time, the preferred creative communities were Venice Beach and Santa Monica.

Today, Silver Lake is home to around 37,000 very diverse residents (Governing Institute, 2015). Ethnically, the breakdown is: 42% Latino, 34% White, 18% Asian, 3.2% Black, and 3.1% Other (Los Angeles Times). In 2008, 41% of residents were foreign born, with Mexico and the Philippines being the two most common places of birth. The 2.75 square mile neighborhood has roughly 13,000 people per square mile, making it one of the most densely populated areas of Los Angeles County (Los Angeles Times). The neighborhood is notable for its socioeconomic diversity. In 2008, the median household was \$54,339, about average for LA city and county, but median household income for the 11 census tracts within the neighborhood range from \$110,208 in Moreno Highlands to \$37,238 down the hill. Finally,

Silver Lake is also unique within LA County for the high number of residents who are age 19-49 – approximately 56% of the population is within that age group – and adult residents who are never married – roughly 53% of men and 39% of women.

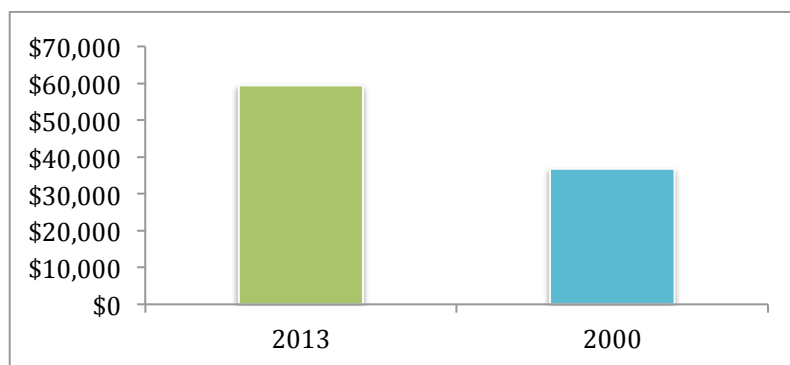
This demographic diversity belies an undercurrent within the community that the neighborhood is changing significantly. Slowly, at first, and now more quickly, the neighborhood has transformed from hip and artsy to hipster, earning the title of “America’s Hippest Hipster Neighborhood” from *Forbes Magazine* in 2012 (Brennan, 2012). On average, median home values have increased by nearly 130 percent from 2000 through the present (Governing Institute, 2015). This follows a decade of declining values from 1990-2000. Median household income has increased by more than 60 percent as well, and there have been a 28 percent increase in the number of residents over age 25 holding at least a bachelor’s degree.

Figure 13 – Median Home Values, Silver Lake – 2000 and 2013



Source: U.S. Census Bureau, 2009-2013 American Community Survey 5-Year Estimates

Figure 14 – Median Household Income, Silver Lake – 2000 and 2013



Long-time residents describe their new neighbors as transplants from “Westside” communities like Santa Monica and Venice Beach and/or the East Coast. David, a member of the Neighborhood Council and 17-year resident of the neighborhood, says that money defines the new residents more than common ethnicity did in years past when Japanese and Latin American families settled here (Modern, 2015). Laira Martin, a twenty-something who was raised in Silver Lake, calls them “...pseudo-glam frozen yogurt eating Instagram celebrities,” pointing out that actor James Franco owns a house in the neighborhood and that “Tattooed men and their infantilized girlfriends in sundresses are slowly replacing the stray dogs and random rooster that once wandered my street” (Martin L. , 2013).

These new residents are, for now, attracted to the neighborhood for its affordability, and developers are eager to take advantage of the interest in the community. Many of the old bungalows, other single-family homes, and undeveloped parcels are being demolished to make way for multi-unit dwellings. One proposed development, at Sunset Junction, will bring 300+ residential units and 16,000 square feet of retail and restaurant space over three buildings (Kudler, 2012). One-bedroom units in these buildings would rent for about \$2,000 per month. Also popping up in Silver Lake and throughout Los Angeles are “small-lot subdivisions.” These developments take advantage of a recent ordinance that reduced minimum lot sizes from 5,000 to 600 square feet on certain zoned parcels and reduced setbacks so that homes can be placed more closely to each other and the street (Scheinbaum, 2015). These homes will cost between \$500,000 and \$850,000 for 700 to 2,500 square feet. Between the ordinance going into law in 2005 and November 2014, at least 15 small lot subdivisions have been developed in Silver Lake, with one third having between 10 and 30 units (Scheinbaum, 2015).

These new developments are lauded by architectural critics and planners who credit the city for creating an innovative tool for increasing density and affordability within one of the nation’s most expensive cities (Scheinbaum, 2015). However, neighbors in Silver Lake are not impressed. They decry

the size and scale of the developments, especially relative to the single family homes that are placed so close to the towering homes. Prized views of the hills have been lost (Modern, 2015). Neighbors feel pressured to sell to developers as more small-lot developments spring up. In a KCET report, one resident of Silver Lake describes nearly every owner on his block receiving large, cash offers to sell to small-lot developers (Scheinbaum, 2015). And worse, the character of the neighborhood is changing. The proposed Sunset Junction development and all of the small-lot developments are modern, box-like structures that differ greatly from the existing housing stock.

Accompanying the growing and changing population has been a shift in local businesses to serve the new residents, pushing out treasured establishments. Many businesses in Silver Lake have fallen victim to “retenancing consultants,” or a type of real estate agent who specializes in working with commercial landlords to increase rent, push out current tenants, and bring in new, higher paying ones (Clark, King, Foster Thomas, & Esch, 2014). One resident described a friend’s popular clothing boutique that had flourished for years in the neighborhood before she was pushed out by increasing rent (Modern, 2015). He went on to describe a local Mexican restaurant who struggled after increasing prices, including charging for chips and salsa after a rent increase. Replacing these institutions are businesses that cater to the younger, whiter, more professional residents, like farm-to-table restaurants, yuppie fitness destinations, a surf shop, high-end bicycle stores, and designer clothing stores.

The combined change in residents and commerce is part of a trend of gentrification that is happening in the neighboring Echo Park, Highland Park, and Los Feliz. Long time residents describe these shifts as not only being “priced out” of the neighborhood based on home prices, but also being “hipped out” (Halaban, Gritzner, & Bargar Suter, 2014). At the moment, a sort of stasis seems to be allowing some degree of coexistence. Laira Martin describes the restaurant Sqirl, a “perfect hipster breakfast place,” as being juxtaposed against “a Hispanic dollar store and a gospel church where the mother sell pupusas as fundraisers” (Martin & Martin, 2015) However, the three residents interviewed, as

well as commenters on Curbed:LA, LA Times articles, and The Eastsider all make it clear that any perceived equilibrium is temporary and that the community is actively working to save its character.

Individual residents like Laira Martin and her father Bill, a 41-year resident of Silver Lake feel that there is little that they can do to prevent continued change. Laira, a 23-year old recent college grad, admits to being torn about the change. She says that while she appreciates the ability to enjoy overpriced coffee in her home neighborhood, but worries that the changes have already permanently altered the spirit of the community. Community activists, however, see that the neighborhood is at the tipping point, and they are working to pull it back from the edge. David Modern, a member of the Neighborhood Council, says that he is trying to work both ends of the spectrum: limiting development through challenges to the city planning process and working with developers to ensure that development comports to neighborhood standards and needs. As a member of the Neighborhood Council, he sees that there are limited mechanisms to stop development when the city's leadership shows that it is the priority. The City Council says that Neighborhood Councils are advisory bodies, but he feels that its advice is rarely taken, especially when it opposes revenue-driving development "It's just easier to sell eight single family homes rather than wait for one rich guy who wants to run an apartment building. The small lot developments are easier tax revenue" (Modern, 2015).

At the same time, he says that many developers are frustrated in working with the city because there is little consistency in approvals. For nearly every development, the city re-interprets a convoluted set of ordinances and neighborhood plans, reducing predictability. He has found that some developers are willing to partner with the Neighborhood Council, to a limited degree, to increase predictability.

However, the Office of City Planning, he says, is inconsistent in enforcing and monitoring the conditions under which development is approved. He described one apartment development in Hollywood where the occupancy permits were revoked *after* tenants had moved in because the developer had flagrantly demolished a façade despite a preservation order. In his work with developers, he has seen that a costly mistake like that motivates developers to at least attempt to work with the community.

When asked what he would miss if Silver Lake continues on the path it is on, David said that he will miss the neighborhood architecture as it will all be replaced for the “three story boxes” of small lot developments (Modern, 2015). Laira and Bill Martin will miss having families in the neighborhood and worry for those who cannot weather the changes (Martin & Martin, 2015). In the meantime, they are all holding on for as long as possible.

The Lessons

Partner with developers to ensure plans align with neighborhood needs and goals: City mechanisms, such as the Community Board, can sometimes be a flimsy barrier to detrimental developments. The EVCC should be seen as a trusted partner who can provide valuable advice on development proposals that are financially feasible and fitting in with the built and cultural character of the neighborhood. Development should not be perceived as a zero-sum game. Consider how new buildings and tenants can contribute to, rather than detract from, neighborhood vitality.

Counteract detrimental re-tenanting efforts by proactively targeting commercial tenants that add value to community: The Small Business Jobs Survival Act has faced over 7 years of struggle towards passage, and despite support within the City Council, could continue to face delays (Small Business Congress NYC, 2014). Until this crucial piece of legislation passes, the EVCC and community members should work with commercial real estate brokers and prospective tenants to drive value-adding tenants to the neighborhood, keeping an eye on retail diversity and meeting the needs of the shifting population within the neighborhood.

Encourage long-term landlords to commit to keeping the East Village affordable and attractive to diverse residents: Bill Martin in Silver Lake has been able to live in the neighborhood for 41 years thanks to a landlord who is committed to making modest profits and maintaining a habitable home (Martin & Martin, 2015). When possible, property owners and managers should be commended and rewarded for maintaining affordable, safe housing.

Austin, Texas

Austin, Texas, like Silver Lake, has had a long fight to maintain its cultural identity. The city has nearly doubled in population every 25 years for the past 125 years, and the Austin-Round Rock MSA grew by 59 percent between 2000 and 2015 to nearly 2 million residents (Austin Planning and Zoning Department, 2015). As new residents move in from the coasts and other parts of Texas, a tension has emerged between the newcomers who expect the “same consumer landscapes they had back home” against the long-time residents whose cries that Austin is no longer “weird” and cool” make them seem like “jaded veterans of some cultural war” (Long, 2010). The battles that have occurred and the city that has emerged from them show that these two groups can coexist and presents significant lessons on the efforts needed to maintain a unique and authentic cultural character.

“Keep Austin Weird” is a well-known slogan and has been appropriated not only throughout a range of city activities within Austin, from parks preservation to reading campaigns, but also in defense of the cultural character of many other mid-sized cities whose residents fear the homogenization that can occur alongside growth. However, the phrase, as we know it, emerged during an effort made by a small bookstore and a small music store to prevent the opening of a large Borders Books and Music (Austin, TX: Growing Pains, 2010). These business owners prevailed, as did a local community who wanted to reduce the size and scale of a proposed Wal-Mart within their neighborhood. These groups succeeded where so many small business alliances and neighborhood groups have failed by both capitalizing on personal and emotional connections to the community and making compelling economic arguments (Long, 2010). These activities took place in the early 2000s, but leaders, at all levels, throughout the city have sustained this energy moving from neighborhood to neighborhood and development to development to create a movement out of a series of moments.

Nowhere is this more clear than within East Austin. The region had been racially and economically segregated from the city since the 1920s. The 1928 master plan forced minority residents out of downtown by cutting off utilities to Freedmen settlements, moving churches to East Austin and

building Santa Rita Courts, the nation's first federally funded housing project (Sobel, 2008). In the 1970s and 1980s, middle-class families who could afford to move out of the neighborhood did, leaving behind low- and moderate-income, mostly black and Hispanic, households. In 1990, the poverty rate in this neighborhood was 52 percent (Sobel, 2008). In 2000, spurred by the improved regional economy, the rate had dropped to 46 percent (Sobel, 2008). In 2013, the rate was somewhere between 10 and 20 percent (Austin Planning and Zoning Department, 2013). Much of this reduction in the poverty rate is due to displacement. This could be attributed to a continued out-migration of blacks and Hispanics to suburban communities, like Pflugerville in the city's north, as well as a staggering increase in home costs in East Austin. The median home value in zip code 78702, which encompasses many East Austin neighborhoods, has increased by more than 200 percent, more than any other neighborhood in the city (Whitson, 2015). This has created significant affordability challenges for owners and renters. Even those who own their homes or inherit their families' homes are shocked to learn that they cannot afford the property taxes. In a 2007 report from the Dallas Federal Reserve Bank, a local resident describes inheriting her mother's home that had previously been assessed for property taxes of \$900 annually. The reassessment at her mother's death increased the property tax bill to \$8,000 annually (Sobel, 2008). Other signs of displacement include a reduction in the African American population, a significant increase in the Hispanic population and a modest increase in the white population. Researchers at the Lyndon B. Johnson School of Public Administration at the University of Texas identified a mix of displacement *and* increased opportunity both in East Austin and throughout the city that was allowing for this once isolated community to share in the increased affluence that was occurring throughout the Austin-Round Rock region (Lyndon B. Johnson School of Public Affairs, 2007).

However, one person's increased prosperity is another person's gentrification, and as the long-time residents have faced struggles, so have small businesses. From 2000 through 2005, the median value of commercial property rose approximately 60 percent on the 11th Street business corridor and 53 percent on the 12th Street corridor (Sobel, 2008). Higher rents, as well as the community's demographic shifts,

have led many businesses to close or leave the neighborhood. Additional challenges include limited access to capital and credit for small, often minority owned, businesses in the neighborhood (Sobel, 2008). However, through the efforts of the East End IBIZ District, the Austin Revitalization Authority and nonprofits like BIGAUSTIN and PeopleFund, yuppie destination restaurants like the Top Chef alum Paul Qui's Qui exist alongside the "nation's best barbeque" at Franklin Barbeque and beloved taquerias. The interests of these groups have coalesced to preserve historical buildings, create the Central East Austin Master Plan to guide development, and a redevelopment plan that defines the development of the 11th and 12th street corridors (Austin Revitalization Authority). At the same time, small businesses, especially those in historically underserved communities, have had access to expertise and support through organizations like BiGAUSTIN and PeopleFund. These groups provide both funding – up to \$50,000 at BiGAustin and up to \$250,000 at PeopleFund – and technical assistance through workshops and counseling for small business owners. The support they offer ranges from Quickbooks classes, to business plan advice, to forums to discuss local economic and political trends (BiGAustin, 2015). In 2013, PeopleFund distributed more than \$32 million to small business owners throughout Texas, more than 90% of that to the target market of small women and minority owned businesses (PeopleFund, 2013). BiGAustin currently has 50 clients throughout central Texas, the majority of whom are black or Hispanic, low income, and/or women (BiGAUSTIN).

The use of creative and innovative funding and support to small businesses has allowed East Austin to be an "eclectic" destination, worthy of a write-up in the *New York Times* (Tsui, 2014). At the same time, the city is using creative approaches to develop and preserve affordable housing, including creating a Homestead Preservation District in East Austin, allowing the city to take advantage of the Homestead Land Trust, Homestead Preservation Reinvestment Zone, and Homestead Land Bank for valuable tax and financing benefits (Sobel, 2008). While the balancing act between respecting and retaining the historical community that existed in East Austin and allowing for growth is a tough one, the

community continues to navigate the challenge on a daily basis, allowing for a neighborhood that is uniquely “weird,” even in Austin.

The Lessons

Support small businesses through microloans and expertise: One great way to prevent the formula retail and nightlife takeover that threatens the East Village is to incubate small business. Even cities with strong formula retail restrictions, like San Francisco, and/or diligent community opposition to chain stores, like Austin, also have energized support for small, low-income, women and minority owned businesses. Few of these spaces exist within Manhattan, and none in the East Village. Small business development is a priority political and policy concern in both New York City and State. Funding and partnerships exist at the city, state and federal level to develop New York City’s next start-up central, focused on a revitalized East Village with retailers and businesses that meet the needs of the diverse community. However, PeopleFund and BiGAustin show that it is important to not only provide funding, but also equip business owners with the hard and soft skills to successfully run businesses that can thrive in a rapidly changing economy.

Mobilize community members through ongoing outreach: Organizers within Austin never let up! The Responsible Growth For Northcross group that successfully fought to reduce the size and scope of a Wal-Mart in their neighborhood fought for more than three years to stop the behemoth company from building a 220,000 square foot store with a multi-story parking lot in their community. Neighbors linked arm-in-arm around the proposed site to demonstrate their opposition, distributed newsletters, placed yard signs, and eventually funded a lawsuit against both Wal-Mart and the city of Austin (Responsible Growth for Northcross, 2010). Each of these moments used meaningful, ongoing engagement to created a new model for Wal-Mart stores. The EVCC should prioritize communications activities that increase awareness of its activities and participation in its initiatives. Key marketing and communications activities should include maintaining an updated web content, strategic use of social media channels like Instagram and Facebook, and well-considered distribution of organizational materials

like the local shopping guide through offline and digital channels that can better reach a mix of East Village residents, other New Yorkers/tri-state residents, and tourists.

Find opportunities to elevate East Village issues to City's agenda: With a surprisingly high concentration of low-income residents, the East Village should not be ignored in the discussions of income inequality, housing affordability, and neighborhood revitalization that are occurring in the city. The issues of these residents must be elevated to the agendas of borough and city leaders. Brownsville and the South Bronx, as well as other historically underserved communities, have benefitted from significant city investment and civic engagement thanks to strong community activists in those neighborhoods. The EVCC should partner with CB3 and community groups to amplify the voices of all residents of the East Village and advocate for a fair share of City investment.

Investigate alternative funding sources to maintain housing affordability and create opportunities for neighborhood investment: Again, with a relatively high concentration of low- and moderate-income households, the East Village is uniquely positioned to benefit from City investment into creating and preserving affordable housing. Additionally, the East Village is within one of the post-Sandy recovery and revitalization zones, creating additional opportunities for funding and support. Ideal partners for identifying opportunities include the Local Initiatives Support Corporation who has successfully worked to create economic development and affordable housing programs in Harlem and throughout Brooklyn.

RECOMMENDATIONS

After a thorough review of the findings, the team has developed four recommendations to guide EVCC's continued work. These recommendations take into consideration the organization's current resources and provide a pathway toward achieving a sustainable, significant impact. Two of these recommendations can be implemented rather easily in the short term, while the other two will take a sufficient amount of time to execute but will have long term benefits.

AmeriCorps (Volunteers in Service to America) is a national service program with the purpose of alleviating poverty in the United States by placing full-time volunteers at nonprofit organizations and local government agencies for one year (Corporation for National and Community Service). Each VISTA member works to strengthen their organization by building capacity and creating sustainability. Any nonprofit organization, educational institution, or state or local government agency is eligible to sponsor a VISTA project. The main requirement is that an organization must engage the low-income community members that will be served in the planning of the project. According to the latest reports on national service, VISTA members helped to generate nearly \$92,000 per project - money that went directly back into the organization's programmatic efforts (Corporation for National and Community Service). Additionally, VISTAs recruit more than a million community volunteers annually, who then provide over 14 million hours of service to their communities (Corporation for National and Community Service).

The team recommends **adding an AmeriCorps VISTA member to the EVCC staff** in an effort to make available staff time that can be dedicated to addressing the most pressing concerns and planning for the future. Due to the low- to moderate-income status and overall diversity of the East Village, EVCC would be a likely candidate to receive a VISTA. Additionally, the nature of the work done by EVCC is appealing and should attract strong talent. An EVCC VISTA could manage such tasks as recruiting volunteers, coordinating projects, writing press releases, organizing fundraising events, conducting outreach, and developing community partnerships. The VISTA can also assist with planning for the re-launch of the small business initiative. Although EVCC could apply for a VISTA at any point during the

year, the process takes several months to complete so it would be imperative to begin planning soon to be able to take advantage of the opportunity in late 2015 or early 2016.

As noted in the findings section, the East Village is comprised mainly of individuals in the 20-29 years old age category. According to a recent Pew Research Center study, 89 percent of those age 18-29 use social media platforms regularly to convey and receive information (Pew Research Center, 2014). To this end, the team recommends that EVCC **increases digital presence** by utilizing Instagram. To date, Instagram has 200 million users, and in the U. S., that represents roughly 26 percent of all adult internet users (Pew Research Center, 2014). Nonprofit organizations use Instagram to successfully tell a visual story of their impact, often crowdsourcing images from others through hashtags and posting 1-2 images or videos daily (Kantor, 2014). One promising feature is the ability to post statistics and links in the caption. EVCC could report live from East Village events, new shops, and meetings, and post older pictures of the East Village for the acclaimed “Throwback Thursday”. EVCC can also follow and repost from other organizations and people in the East Village to grow their own following. Using Instagram will increase EVCC’s visibility as an active nonprofit, keep the public informed, and allow for advanced branding, all of which were priority outcomes identified by the team. Overall, executing a strong digital strategy can effectively engage supporters, stakeholders, constituents, and community members in a short amount of time.

EVCC has many great initiatives. However, the team had concerns that some of EVCC’s work is overlooked and staff/volunteers may face burnout because they are simply trying to do too much. We also know from the findings section that East Village residents care deeply about small business, thus they are likely to actively participate in its survival. Further, as indicated within the Case Studies, as small businesses are able to thrive, more of the neighborhood’s culture can be retained in spite of residential changes. For these reasons, the team recommends that EVCC focus its resources on one program and **re-launch small business initiative**. This would involve looking at components of the program to see what is working and what can be altered or dropped and including the community in the strategy process. To

gain attention on these focused efforts, the team suggests unveiling the re-launch at an EVCC First Tuesday event within the next year and announcing it through the EVCC website, social media, and a press release. The team does not recommend adding additional significant initiatives or programs until programming in support of this initiative is successful and self-sustaining, as evidenced by an evaluation. In the meantime, by re-launching their small business initiative, EVCC will not only cement themselves as a key, permanent stakeholder on the issue, but will also leverage traction from funders who are interested in supporting programs that have a measurable impact.

Finally, because of the limited resources and reach of the EVCC, participation in local and city-wide partnerships can help to significantly increase the organization's impact. The relationships an organization creates and how others view the organization in terms of those relationships can be vital to the health of that organization, making the time spent networking incredibly valuable. The team recommends that EVCC work to **strengthen networks** in a consistent and ongoing manner with key stakeholders in the East Village and beyond, including landlords, community board members, city council members, and other local elected officials. As indicated within the Silver Lake case, EVCC would benefit from establishing relationships with developers, especially as it lacks the political or resource-strength to limit their actions. EVCC may not be able to change the outcome of proposed development, but they can assist the developer in understanding the community and earning the support of current residents. A strong network also includes other nonprofits, with whom EVCC can partner to enact larger change throughout the city, leveraging those organizations' resources. Further, this serves to allow the EVCC to maintain an interest in the many topics and issues of concern of its constituents without adding to staff workloads. Creating and maintaining a strong network would position EVCC as a professional and responsible partner for community change. Above all else, leveraging these networks can help to expand EVCC's reach and amplify its voice.

CONCLUSION

It is the hope of the NYU Wagner Capstone Team that the East Village Community Coalition is able to use the research, data, and recommendations within to anticipate and adapt to community changes in the East Village, while continuing to do work that supports their mission. Jane Jacobs, foremother of preservation in New York, says “A successful neighborhood is a place that keeps sufficiently abreast of its problems so its not destroyed by them. An unsuccessful neighborhood is a place that is overwhelmed by its defects and problems and is progressively more helpless before them” (Jacobs, 1961). The EVCC can play a pivotal role in engaging community members to learn about their challenges and develop strategies to address them. In assuming this position within the neighborhood, the EVCC should take advantage of opportunities to expand their capacity through securing an AmeriCorps VISTA member and increasing their participation within networks and partnerships. At the same time, given their limited resources, especially staff time, the EVCC should shift its programmatic focus to addressing the needs of small businesses within the neighborhood, as this is the most pressing concern for both the merchants and the residents. Finally, the EVCC should amplify its voice and the voice of the residents of the East Village by increasing its digital presence to ensure that each moment of its work contribute to a movement for a stronger community.

By moving forward with the recommendations of the NYU Capstone Team, the EVCC can ensure that the East Village remains a vibrant, diverse neighborhood in a time when so much of New York City is losing its character. Our demographic and population analysis, as well as our review of real estate development in the neighborhood, does show that the neighborhood is changing, but it is evident to everyone within the City that New York is changing. Although there are few who would argue that the increased safety, improved economic vitality, and enhanced quality of life within the City are bad things, there are many, including the current mayor, who understand that the improvements within the city over the past two decades have not led to uniformly good outcomes across all five boroughs and for all residents. The test of the East Village and the EVCC will be to participate in conversations about how the

continually evolving city can better honor its history and preserve the most important aspects of its unique character. Indeed, in our discussions with community members, we found little opposition to development, but much fear of what development would mean in terms of displacement of small businesses and further erosion of the cultural character of the neighborhood. The EVCC can ensure that neighbors have a seat at the table as development decisions are made within the neighborhood and throughout the City. As seen in Silver Lake and in Austin, speaking up for residents, forging personal and emotional bonds amongst community members, and maintaining a focus on their needs are the most important activities of community organizations like the EVCC can take on during periods of significant change.

In our case study interviews, the team concluded the call by asking, “If the current path continues, what will you miss most about your neighborhood.” And so, in ending our work with the EVCC (for now) we ask, “If the current path continues, what will you miss most about the East Village?” Because change within the East Village is inevitable, we encourage the EVCC board, staff, and volunteers to consider their personal answers, and the answers of their neighbors, to this question. Those answers will be the core of what it means to be an East Villager, and those are the characteristics that are most important to defend.

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APPENDIX

EVCC Logic Model

Problem statement:

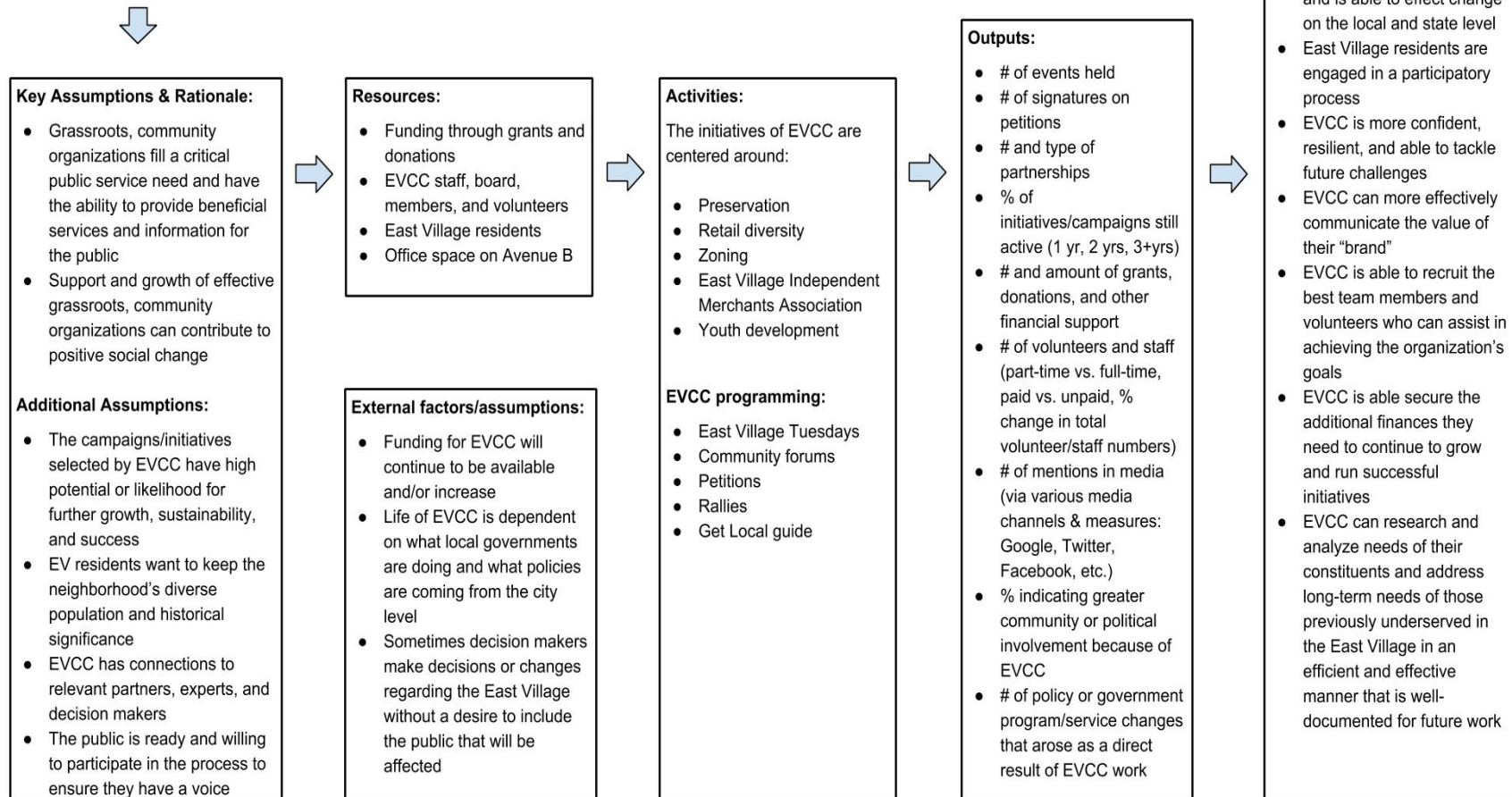
The East Village is experiencing rapid changes in housing stock, resident demographics, retail offerings and developments. Too often residents and business owners are left to protest unwanted changes.

Goals and Objective:

Recognize, support, and sustain the built and cultural character of the East Village by educating stakeholders so that they can be an active part in providing what the community truly needs.

Outcomes & Impact:

- EVCC gains greater visibility
- EVCC is a leader and key stakeholder in matters concerning the East Village and is able to effect change on the local and state level
- East Village residents are engaged in a participatory process
- EVCC is more confident, resilient, and able to tackle future challenges
- EVCC can more effectively communicate the value of their "brand"
- EVCC is able to recruit the best team members and volunteers who can assist in achieving the organization's goals
- EVCC is able to secure the additional finances they need to continue to grow and run successful initiatives
- EVCC can research and analyze needs of their constituents and address long-term needs of those previously underserved in the East Village in an efficient and effective manner that is well-documented for future work



East Village Building Age and Condition Information

Block Bounded by Avenue B to Avenue C, East 9th Street to East 10th Street

Address	Owner	Last Sale	Current Building					
			Maximum Buildable Size	Size	Size vs. Buildable	Year Built	Use	Condition
617 East 9th Street	The New York City Housing Authority	2007	18,400	20,194	110%	2008	Residential	New
627 East 9th Street	Lower East Side II Assoc	1980	36,908	43,828	119%	1900	Residential	Good
631 East 9th Street	Various (Condominiums)	NA	14,764	11,885	80%	2005	Residential	New
635 East 9th Street	Jasper Paul Associates	1997	11,072	14,394	130%	1900	Residential	Moderate
637-639 East 9th Street	Adeia Associates	1999	11,072	0	0%	NA	Unlicensed parking lot	NA
641 East 9th Street	Adeia Associates	1983	9,228	8,167	89%	1900	Residential	Moderate
643 East 9th Street	City Path LLC	1997	9,224	7,794	84%	1900	Residential	Moderate
645 East 9th Street	Lower East Side I Assoc	1979	9,200	0	0%	NA	Unlicensed parking lot	NA
647 East 9th Street	Ez 647 LLC	2012	9,228	4,660	50%	1950	Store with apartments above	Good
145-147 Avenue C	Nine & C LLC	2011	15,356	18,849	123%	1900	Walkup apartment over six families above stores	Good

Address	Owner	Last Sale	Current Building					
			Maximum Buildable Size	Size	Size vs. Buildable	Year Built	Use	Condition
149 Avenue C	Various (Co-operative)	NA	7,636	8,209	108%	1900	Walkup co-operative	Moderate
151 Avenue C	151 Avenue C Holdings LLC	2012	7,636	3,952	52%	1910	Store/office	Good
153 Avenue C	153 Avenue C	1998	7,636	6,242	82%	1951	Walkup apartment over six families above stores	Good
155 Avenue C	UHAB Housing Development Fund Corporation	2002	7,636	8,438	111%	1900	Walkup apartment over six families above stores	Good
157 Avenue C	Lifshitz Edward G P	NA	7,636	4,238	56%	1900	Three family apartment with one store/office	Good
159 Avenue C	159 Avenue C LLC	1999	7,636	9,564	125%	1900	Walkup apartment over six families above stores	Poor
384 East 10th Street	Lower East Side I Assoc	1979	36,936	49,771	135%	1900	Residential	Good
382 East 10th Street	380-382 E 10TH LLC	2010	9,228	9,067	98%	1930	Residential	Good
380 East 10th Street	380-382 E 10TH LLC	2010	9,228	9,067	98%	1930	Walkup apartment over six families above stores	Good

Address	Owner	Last Sale	Current Building					
			Maximum Buildable Size	Size	Size vs. Buildable	Year Built	Use	Condition
374-378 East 10th Street	Lower East Side II Assoc	1980	18,456	20,578	111%	1900	Residential	Good
364-366 East 10th Street	Lower East Side I Assoc	1979	46,136	46,713	101%	1900	Residential	Good
362 East 10th Street	362 East 10TH Streetcorp	1994	9,224	5,396	58%	1900	Residential	Good
350 East 10th Street	9TH & 10TH Street LLC	1999	110,724	93,285	84%	1910	School	Poor
348 East 10th Street	Various (Co-operative)	NA	6,808	7,114	104%	1900	Walkup co-operative	Good
155-157 Avenue B	Ten Be Or Not Ten Be Inc	1984	12,364	13,600	110%	1900	Walkup apartment over six families above stores	Good
153 Avenue B	153 Ave B Inc	1999	6,532	6,434	98%	1900	Residential	Good
151 Avenue B	151 Avenue B LLC	2008	8,556	4,406	51%	1900	Residential	Good
149 Avenue B	Tompkins Square Holdings LLC	2012	8,556	6,438	75%	1900	Church, Synagogue, Chapel	Good
143 Avenue B	Various (Condominiums)	NA	25,768	17,136	67%	1928	Residential & Commercial Condominiums	Good

Planned Condominium Developments

Address	Cross Street	Status	Units	Completion
196 Orchard Street	East Houston Street	Planned	83	2017
181 Avenue A	11th Street	Planned	82	2017
24 Second Avenue	1st Street	Planned	40	2017
75 First Avenue	5th Street	Planned	27	2017
351 East 10th Street	Avenue B	Under Construction	24	2017
536 East 13th Street	Avenue B	Under Construction	11	2015
324 East 11th Street	Second Avenue	Planned	10	2017
436 East 13th Street	First Avenue	Planned	6	2016
442 East 13th Street	First Avenue	Planned	6	2016
64 East 1st Street	First Avenue	Under Construction	6	2016
347 Bowery	East 3rd Street	Planned	5	2016

Planned Rental Developments

Address	Cross Street	Status	Units	
			Market Rate	Affordable
500 East 14th Street	Avenue A	Planned	200	50
432 East 14th Street	Avenue A	Planned	91	23
79-89 Avenue D	East 6th Street	Planned	86	22
644 East 14th Street	Avenue B	Planned	50	0
350 East Houston Street	Avenue B	Planned	45	0
189 Avenue B	East 12th Street	Planned	41	0
101 East 10th Street	Third Avenue	Planned	40	0
397-401 East 8th Street	Avenue D	Under Construction	33	0
321 East 3rd Street	Avenue D	Planned	30	0
98 Avenue A	East 7th Street	Under Construction	29	0
127 Avenue D	East 9th Street	Planned	11	0